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ABSTRACT

This report on the University of California at Riverside Library presents an overall description of the UCR library system and each of its functions, its relationship to the university it serves, and its regional and national ties, as well as a statement of the assumptions and principles underlying its plans and objectives for the coming decade. An executive summary provides an overview of the major planning assumptions and the goals for the library. Other sections describe the specifics of collection development, technical processing, circulation services, reference services, interlibrary loans, conservation and disaster preparedness, security, and space. (Author/RAA)

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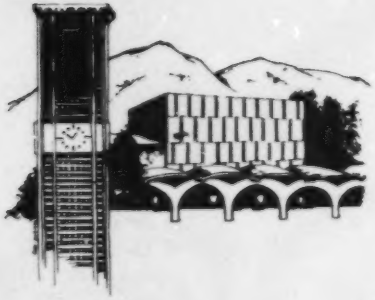
The UCR Library Plan for the Eighties



University Library
University of California, Riverside
1981

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John W. Tanno
Acting University Librarian

1. INTRODUCTION

1.1. The Purpose of the Plan

The purpose of this plan is to describe briefly the Library and each of its functions, to state assumptions and principles which underlie the plans for the future, and to present the objectives the Library has for the Eighties. This plan is intended to serve as an overall planning document, as well as a descriptive introduction to the UCR Library system.

In June of 1980, the Task Force on the University Library and the Academic Mission prepared a report to the Chancellor. This plan will further amplify the Task Force's report, and describe in more detail the planning objectives of the Library for the next decade.

The Library has established a regular mechanism for setting goals and objectives on an annual basis. Each year the management team of the Library participates in a management planning workshop for the purpose of reviewing the year's activities in the context of the previous year's goals and objectives. Overall goals and objectives are set for the Library and each administrative unit, and these are codified in the UCR Library Planning Notebook. The *UCR Library Plan for the Eighties* will be a longer range extension of this planning process and will be used as a foundation for the Planning Notebook.

1.2. Organization of the Plan

The *Plan for the Eighties* is organized into a series of sections, each one devoted to a particular aspect of the Library. The second section is an executive summary of the

major planning assumptions and goals and includes a general description of the Library.

1.3. The UCR Library in the University

Academic libraries play a central role in the mission of the university they serve. In the draft *University Planning Statement* (September 30, 1980) the fundamental mission of the University was stated, and it is appropriate to quote from it here for the purposes of putting the Library plans into proper perspective:

> The distinctive mission of the University is to serve society as a center of higher learning by helping students to explore and discover new knowledge and by preparing them for life as productive citizens in a free society, by providing long term societal benefits through discovery and transmission of advanced knowledge. This obligation, more specifically, includes undergraduate education, graduate and professional education, research, and public service, which are shaped and bounded by the central and pervasive mission of discovering, advancing, and sharing knowledge.

The Library participates directly in this mission by providing facilities where knowledge may be explored and discovered, by serving as the means for transmitting advanced knowledge, and perhaps most importantly, by serving as a repository for the records of the intellectual and cultural evolution of our civilization. With its programs in reference and library instruction, its carefully developed collections, and its advanced automated methods for organizing and providing access to these collections, the Library is an integral part of the research and instructional program of the University.

1.4. The UCR Library and Systemwide Planning

In July of 1977, *The University of California Libraries: A Plan for Development* (The *Plan*) was issued by the Office of the Executive Director of University ide Library Planning and subsequently adopted as policy for the University's libraries.

This *Plan* formalized the concept that the libraries of the University were in reality a single library, and that the entire University community should have access to all the library resources of the University.

The major objectives of the *Plan*, and the progress toward achieving these objectives may be summarized as follows:

1. To improve bibliographic access to the University's collections. In the spring of 1981, a prototype on-line union catalog will be tested on each campus providing UCR Library users access to a million items held in the University's collections. In the future, the union list of serials data may be merged into the union catalog data base providing access to both serials and monographs.

2. To install automated circulation systems on each campus. Since 1978 the UCR Library has been operating on an automated circulation system developed by C. L. Systems, Inc. (CLSI).

3. To improve interlibrary loan service. Since 1979, the UCR Library has been using an automated interlibrary loan subsystem developed by OCLC, a non-profit corporation in Columbus, Ohio. Intercampus loan has been expedited through increased cooperation among campuses.

4. To improve information and instructional services. The UCR Library has developed a formal course in library instruction and is providing course integrated instruction. In addition, several librarians are teaching bibliographic courses through academic departments. Information services have been enhanced by the introduction of computer literature searching.

5. To use technology in cataloging and processing. The UCR Library has been using OCLC as its cataloging system since 1977 and is currently planning the use of automation to expedite the acquisition and processing of materials.

6. To create regional compact storage facilities to house low-use materials. The Southern Regional Storage Facility should be completed by early 1984.

10 UCR Library Plan for the Eighties

While the UCR Library has been and will continue to be supportive of the *Plan*, there have been many problems encountered in trying to fulfill its objectives. In October of 1978, the Library prepared a document entitled *The University of California Libraries: A Plan for Development, and Its Impact on the UCR Libraries*, which enumerated these problems. For purposes of the *Plan for the Eighties*, a few of the major problems should be emphasized.

1. The *Plan* proposed a Model for Current Acquisitions which was approved and subsequently funded by the State. On the basis of this model, the Riverside campus was budgeted for 52,000 volumes annually. However, the funding provided has enabled the Library to acquire fewer than 40,000 volumes/year. Inflation and devaluation of the dollar have seriously eroded the Library's ability to acquire the number of volumes established by the model. In addition, the Library is acquiring materials such as films, video tapes, and other media, which are not provided for in the model.

2. The *Plan* states that the productivity of cataloging would improve and lower operating costs would result from the use of an on-line technical processing system. The introduction of OCLC has not reduced the cataloging costs of this Library. The Library has managed to reduce the overall staffing in Technical Processing by centralizing technical processing functions in a single department and streamlining procedures. Given the rise in salaries and the on-going costs of utilizing OCLC, the cost of cataloging a title has not decreased. Furthermore, if the Library were to receive a book budget adequate to purchase 52,000 volumes/year, the Technical Processing staff would have to be augmented to handle the increased workload.

3. The *Plan* did not take into consideration the full impact of automation on the Library. The preparation and training necessary for automation have far exceeded expectations, and the anticipated savings from automation have not been realized. Service, on the other hand, has been improved and the demands for service have increased because of these improvements.

4. The *Plan* focuses on systemwide issues and does not

address the needs for local campus automation necessary to improve services and decrease the rise in cost of these services. Library processing continues to be highly labor-intensive and because of the rise in salaries, continues to be very expensive.

The demands to achieve local and systemwide objectives will continue to be a challenge and a strain for the UCR Library.

1.5. Library Cooperation Within the University

The UCR Library is dedicated to cooperation within the University. The Library 1) participates in the University's Shared Acquisition Program; 2) supports priority interlibrary loan service to UC Libraries; 3) maintains intercampus bus service to UCLA six days a week, which provides a link to the other Southern UC campuses through their bus services to UCLA; 4) contributes serial records to the California Academic Libraries List of Serials (to assist patrons in locating materials for interlibrary loan, and potentially, for cooperative collection development); 5) contributes records to the national OCLC database and, thereby, to the UC Union Catalog of University holdings; and 6) operates a project to convert existing records to machine-readable form for local and systemwide use. In summary, the Library actively participates in cooperative programs with Systemwide and other UC Libraries.

The UCR Library has cooperated most actively with the UC Irvine Library. There have been several meetings with UCI Library staff to explore the possibility of cooperative collection development, sharing media and low-use serial titles, providing a direct intercampus bus, and other ways in which programs and services can be cooperatively developed.

1.6. The UCR Library and the Region

Public service is one of the basic missions of the University, and while the basic mission of the UCR Library is to serve the needs of this campus, it also has an obligation to serve as a library resource for the region. Anyone may use the collection in-house and ask for reference assistance. A library card for circulation privileges may be purchased for $10.00 a year. The Library participates in two regional networks: IEALC (Inland Empire Academic Libraries Cooperative).

and SIRCULS (San Bernardino, Inyo, Riverside Counties United Library Services). The first allows for reciprocal borrowing privileges for faculty and students among its members; the second, funded by State Library money, is an interlibrary loan and reference service network. The Library is a member of the California Library Authority for Systems and Services (CLASS), an intersegmental organization dedicated to promoting library service within the State.

The Assistant Vice President for Library Plans and Policies for the University is coordinating a study of the extent of community use in order to support a possible budget augmentation from the State. UCR plans to supply data for this study and to support efforts for acquiring adequate funding to meet the increasing demands.

1.7. The UCR Library and the Nation

Libraries can no longer exist in isolation from one another. They are becoming increasingly interdependent for sharing resources and knowledge. The UCR Library must operate within the context of national and international trends and standards. The rapid advancements in computer technology have provided the mechanism for effective cooperation, and in the not-too-distant future we will have the capability to identify, locate, and borrow library material from most major libraries in the country, and perhaps the world.

The UCR Library is a member of the Association of Research Libraries, an association of over one hundred large research libraries dedicated to the enchancement of library services and the sharing of resources. The Library is also a member of the American Library Association. These memberships include numerous publications and conferences and provide a means of keeping abreast of national trends and directions. Librarians are encouraged to participate in national library organizations in order to assist this Library by being fully aware of issues, concerns, and new developments facing academic libraries today.

The Library also serves as a national resource in certain special subjects, such as citrus, avocados, dry land research, geothermal energy, and science fiction. These rich collections are widely used and call national attention to the Library. The Library will continue to support these special collecting areas and to publicize widely its unique and rare holdings.

2. EXECUTIVE SUMMARY

2.1. The UCR Library

The UCR Library includes six separate facilities: the General Library, the Bio-Agricultural Library, the Physical Sciences Library, the Music Library, the Media Study Center, and the Instructional Media Resources Center. The Library's combined collections now include more than 1,000,000 volumes, 14,000 serial subscriptions, 300,000 government publications, 65,000 maps, and a variety of media material including 20,000 sound recordings.

The General Library's collections of around 800,000 volumes supports primarily the fine arts, humanities, and social sciences. It houses six major departments: Library Administration; Circulation Services; Collection Development, including Special Collections; Government Publications; Reference Services, including Interlibrary Loan; and Technical Processing. Reserve book collections, typing facilities, study carrels, a listening room, photoduplication facilities, and microform reading rooms are also provided in the General Library.

The Bio-Agricultural Library is located in Batchelor Hall. Its 115,000 volumes include outstanding collections in the biological sciences, entomology, arid land agriculture, and subtropical horticulture.

The Physical Sciences Library is located on the first floor of the Geology Building. Its 75,000 volumes support chemistry; geography; geology; geophysics; physics; pre-engineering; and computer, environmental, and soil sciences.

The Music Library is located in the Music Wing of the Humanities Building and houses some 13,000 scores and 8,000 sound recordings. Cassette and disc listening facilities are also provided.

The Media Study Center is located on the lower level of the Classroom Wing of the Humanities Building, Room A127. The Center provides listening facilities and computer-aided instruction primarily for the study of language and houses the Library's collection of media, with the exception of disc sound recordings which are in the Music Library and the Library Listening Room.

The Instructional Media Resources Center provides multi-media production facilities and audio-visual services to the campus. It is located in the basement of Sproul Hall.

The Library is supported by a Friends of the UCR Library organization, which has presented a variety of programs related to the Library's collections. It has donated funds in support of the Library, and most recently purchased the Trianon Press facsimilie edition of William Blake's *Songe of Innocence and of Experience* as the Library's millionth volume.

The Library, with its broad range of collections and services, is a complex organization requiring a wide variety of expertise to function effectively. Administrative and personnel management skills, fiscal and inventory control, research and planning, in addition to library expertise in collection development, bibliographic control, and reference and instructional services are all required for the operation of a university library. The Library serves as a business organization in providing efficient use of resources, a service agency in developing and implementing effective programs, and an academic institution in disseminating and providing access to information.

The primary management team for the Library is the University Librarian's Cabinet which is made up of the major department heads of the Library, a representative from the Librarians Association of the University of California, Riverside (LAUC-R), and a representative from the Library Support Staff Association (LSSA). LAUC-R is the Riverside Division of the statewide Librarian's Association of the University of California, a formal advisory body to the President of the University on all matters pertaining to libraries. LSSA is comprised of the non-academic staff working in the Library and at present, serves as an informal advisory group to the University Librarian. The Library also makes use of several standing committees such as the Cataloging Policy Coordinating Committee, the Circulation Task Force, and the Computer Planning Committee, as well as ad hoc committees to

deal with specific issues. The staff is encouraged to participate in the planning and implementation of programs and services within an acknowledged framework of available budgetary resources and changing, often conflicting, demands for these resources.

The most valuable resource of the Library is the staff. It is the collective ability, knowledge, and expertise of human resources which gives any organization its character and potential for success. The Library will continue to make every effort to recruit the most qualified and competent staff. The Library will continue to provide opportunities for staff development and growth in order to maintain and to increase the quality of its human resources.

2.2 Assumptions Regarding the Eighties

The Eighties are bound to be one of the most exciting decades in the history of libraries, primarily because the rapid advances in technology will offer libraries many new alternatives for improved services and programs. There are several basic assumptions which will underlie the plans and goals of the UCR Library in the Eighties.

1. The University Library through its collections, staff, and services will continue to support the research and instructional needs of UCR's faculty, students, staff, and administration, and will continue to serve as a major resource for the Inland Empire which includes Riverside, San Bernardino, and Inyo counties, as well as parts of eastern Los Angeles, Kern, Mono, and Imperial counties.

2. Technological developments will continue at a rapid pace during the 1980's and the Library supports the development and implementation of automation to provide more efficient processing, greater control over the collections, and more effective and comprehensive access to information.

3. Funding for libraries at the level necessary to maintain current programs and services and to accomplish the full use of automation will be the major challenge of the decade. It is anticipated that the rate of increase in operating costs will decrease

as major functions within the Library are automated.

4. It is unlikely in the foreseeable future that new library facilities will be constructed for the UCR campus. The Library will run out of space to house volumes by the end of the decade when the collection reaches 1.25 million volumes. At that time one volume will be sent to the Southern Regional Storage Facility for each new volume acquired.

5. The Library's collections will continue to be affected by deterioration, theft, and mutilation.

6. The student population will probably continue to change during the 1980's. The level of preparation of entering students may continue to decline; an increase in re-entry and part-time students is expected; and the average age of students may rise. These changes will make new demands on reference services and library instruction.

7. The publishing industry will also be affected by technological change during the 1980's. Computer data bases, videodiscs, broadcast video, cable television, videotext systems, and microfiche have joined books as vehicles for the dissemination of information. University libraries of the 1980's will be purchasing, cataloging, and providing computer access to a whole variety of new electronic media. These formats will also require special equipment in order for patrons to read them, and the acquisition of this equipment will be yet another fiscal problem for the Eighties.

8. The Library will continue to support in principle the *University of California Libraries: A Plan for Development* prepared by the Office of the Assistant Vice President for Library Plans and Policies.

9. The Library will continue to support the concept of active cooperation among UC Libraries, including cooperative and shared acquisitions, interlibrary loans, a union catalog of University holdings, and frequent communication among the staffs and systemwide administration.

10. The University Library will continue to participate

actively in the development and implementation of national library planning and standards through cooperation with the Library of Congress, membership in CLASS (California Library Authority for Systems and Services), the OCLC Network, the Association of Research Libraries, and the American Library Association.

2.3. Goals for the Eighties

1. The Library will continue to develop and to implement programs and services consonant with the basic mission of the University.

2. Within the constraints of the book budget, the Library will acquire and make available a very high percentage of the materials required for the support of approved programs of instruction and research and will of necessity have to rely on the combined resources of the UC system and national resource sharing networks to supply what cannot be acquired.

3. The Library will continue to study the use of its collections and services and to refine collection development services and management policies in light of these studies.

4. As information is made available in new formats, such as videodisc or computerized data bases, the Library will strive to acquire these and to provide the necessary equipment to utilize them.

5. The Library will explore ways to control the temperature, humidity, and quality of air in the Library in order to slow the rate of deterioration of its holdings. The Library supports efforts within the University, State, and nation to develop solutions to this perplexing problem.

6. The Library will actively pursue the purchase and installation of an electronic security system to protect the collection from theft.

7. The Library will make increasing use of automation throughout the 1980's in the following ways:

a) The card catalog will be replaced by an on-line catalog.
b) Computer assisted reference services will continue to be provided, and the Library will make every effort to keep abreast of and to make available new data bases and information services.
c) Interlibrary loan will be facilitated by bibliographic networks such as OCLC, by the UC On-Line Union Catalog, and by telefacsimile and other technological developments.
d) Acquisitions, book fund accounting, and serials processing will be automated during the 1980's.
e) Enhancements to the circulation system, such as adding the capability to handle Reserve Book Room transactions and providing more management information for collection development will be pursued.
f) A management information system will be developed to maintain a statistical data base on the activities of the Library and to produce accurate, timely reports for management purposes.

8. The Library will conform to national standards, such as those provided by the second edition of the *Anglo-American Cataloging Rules*, the Library of Congress, and the national bibliographic utilities, in the cataloging of library materials.

9. Reference and instructional programs will be given a high priority in order to assist students, faculty, researchers, and the community to make the most effective use of library resources.

10. The Library will strive to remain abreast of the most current developments and techniques in management and administration to enhance the effectiveness of operations, personnel development, and related programs.

11. The Library will actively seek additional funding from the University's campus and systemwide administrations, from state and federal agencies, and from private sources, in order to accomplish these goals.

3. COLLECTION DEVELOPMENT

3.1. Description

Collection development in a university library has several major purposes:

1. To provide the canons of published knowledge for each discipline taught at the University. (These resources are primarily long-term, permanent, balanced.)

2. To support actual instructional activities. (These resources are frequently short-term, expendable, flexible.)

3. To gather promptly current research and scholarship for the perusal and use of faculty, researchers, and graduate students.

4. To meet accreditation standards as established by numerous educational and professional associations.

5. To provide materials needed by the administration and staff in the conduct of university business.

6. To provide for the general informational and cultural needs of the campus community, as well as some recreational needs.

7. To preserve unique, scarce, and fragile materials for scholars and for society.

8. To provide books and other materials (e.g., film, sound recordings, video) for future users and programs while they are still on the market at reasonable prices.

9. To collect comprehensively in selected areas in order to serve as a regional, state, national, or international resource for specific subjects.

10. To back up the collections of other institutions whenever the Library participates in service networks.

The Collection Development Department is composed of two units: Collection Development and Special Collections. The Collection Development Department is responsible for the selection of materials, the evaluation of the quality and use of the collections, and ultimately the deselection of materials for storage, discard, or conversion to microform. The Special Collections Department is responsible for obtaining and preserving rare books, manuscripts, and other unique or fragile materials relating to the University's teaching and research functions.

The selection of materials is carried out by the Collection Development Network. The Network is composed of the Collection Development Officer, Chief Bibliographers, Library Collection Consultants covering each subject taught at UCR, and Faculty Liaison Officers from each department. The basic task of the Network is to select from the mass of published literature those titles which are most significant and important for UCR within the constraints of the budget. Specific requests, publishers' advertising, booksellers catalogs, and reviews rapidly filter through the Network until a decision to order or not to order is made. The Network also receives information from the Senate Committee on Courses regarding curriculum changes, from public service points in the Library such as Circulation, Reference, and Interlibrary Loan regarding patron requested titles either not held or in high demand, and from the student suggestion box.

There are two major decision-making levels in book selection. Macro decisions bring in large blocks of materials by means of single determinations. Examples are periodical subscriptions, series standing orders, approval plans, publisher blanket orders, government document depository collections, microform sets, and out-of-print collections. Because of their long-lasting academic, budgetary, and operational effects, macro decisions are preceded by rigorous review. Afterwards, vendor performance is monitored to determine if the Library is being sent all appropriate materials on a timely basis. Micro decisions are item-by-item and provide

the collection with its character and distinctiveness.

The Collection Development Department also solicits the donation of significant books, manuscripts, and entire collections, provided the subject matter falls within UCR's educational and research mission. A good relationship between private collectors and a library can be immensely beneficial.

Collection evaluation attempts to determine how well the collection is fulfilling its stated purposes. Obviously, the UCR collection as a whole is too large to evaluate at any one time. Therefore, the Library will target areas 1) supporting new curriculum and research; 2) perceived as weak; or 3) receiving low use. Low use may be caused by collection deficiencies or by changes in teaching and research interests. In the latter case, even though changes are often temporary, it would be justifiable to reduce acquisitions to a basic level: selected major works, important reference books and bibliographies, historical surveys, and a few periodicals. The Library also will be monitoring high use in order to provide additional copies of titles in high demand.

Deselection is the counterpart to selection. In the future it will become increasingly necessary because collection growth will exceed the maximum storage capacity of the Library. (Section 10 discusses the space problem in greater detail.) According to the methodology described in Section 3.2.3., low-use materials will be deselected for storage, initially to local storage and eventually to the Southern Regional Storage Facility when it becomes available. Other options which can partially relieve space pressures include:

- Replacing some bound serial backfiles, government publication sets, etc., with microform.
- Discarding extra copies of titles whose use has declined and superseded editions no longer needed.
- Substituting on-line data base searching of indexes and abstracts for their printed versions.

Another part of a solution to space and fiscal constraints is the Shared Purchase Program. The Guidelines state: "The Shared Purchase Program has been instituted to acquire materials which, because of their high cost or anticipated frequency of use, should be shared among the campuses without unnecessary duplication. The program has also been instituted

to reduce competition for and promote sharing of major manuscript and/or subject area collections. By these means the University of California Libraries seek to increase breadth and depth of the total library resources of the University using State allocations for library materials as effectively as possible." This year Stanford University requested and was granted admission to the Program as a fully participating member, thereby expanding the Program beyond UC.

UCR is also a member of the Center for Research Libraries in Chicago. The primary mission of CRL is the collection of infrequently used research materials which are lent as needed to member institutions. Types of materials include: documents issued by U. S. states; foreign documents; printed doctoral dissertations from foreign universities; publications of foreign local academies and societies; trade journals and mass circulation popular journals. With CRL backup, UCR can take a highly selective approach toward publications in the above categories.

The Collection Development Department works closely with Book Fund Accounting to monitor the encumbrance and expenditure of budgeted funds throughout the year. Book Fund Accounting processes all invoices for payment and distributes a monthly budget report to the Collection Development Network, Technical Processing Department, University Librarian, and Chairman of the Senate Library Committee.

3.2. Guiding Principles

3.2.1. General Principles

1. In 1988/89 the entire UCR Library will be filled to working capacity at approximately 1,250,000 volumes. At this time net growth of the campus collection will cease, because to add any new books will require that an equal number be removed. Growth of the collection in local or regional storage, of course, will continue. (See Section 10.)

2. One-in, one-out collection management will result over a period of time in a dynamic core collection, since the Library will have to remove the books which interest readers least (after many years of availability in the open stacks) in order to make room for new acquisitions.

3. In-house use as well as external circulation will be considered in identifying candidates for book deselection. In 1979, the Library began to date stamp distinctively all materials gathered from tables and carrels for reshelving.

4. "Techniques for predicting which books and monographs are likely to circulate 0, 1, or 2 times do not currently exist." This is a major finding of the University of Pittsburgh Study entitled *The Use of Library Materials* (1979). Interestingly, research by Professor G. Edward Evans in a dozen academic libraries has shown that librarians select a significantly higher percentage of titles matching the actual needs of users (as evidenced by subsequent circulations) than faculty. (See Evans and Argyres, "Approval Plans and Collection Development in Academic Libraries," *Library Resources & Technical Services*, 18 (Winter 1974): 35-50.

5. To ensure that the UC Library System as a whole acquires nearly all needed publications no matter how specialized, UCR supports the concept of a rational division of subject collecting responsibilities such that virtually every field of knowledge is comprehensively collected somewhere within the University of California. Agreement on subject specializations should not prevent any campus from collecting in the same subjects to whatever strength it deems necessary to support local programs. It would merely provide a basis for reducing the number of unintended and unnecessary duplicate copies of books and serials while simultaneously increasing the number of titles within the system. This is in fact the rationale of the Shared Purchase Program for expensive publications.

3.2.2. Selection

1. There are some valid *quantitative* measures for selection. Use of the existing collection will be examined at two levels. At the subject level, circulation by LC class numbers will be correlated with the annual rate of acquisitions (and cumulated holdings) by the same class numbers. This data will have to be further

interpreted in the light of total rates of publishing by subject to be meaningful. At the title level, the Circulation Department will identify titles receiving high use, so that Collection Development may purchase additional copies when warranted and possible. Other public service points (Interlibrary Loan, Reference, Reserve, and the Instructional Media Resources Center) already report requested titles not held by the Library. These are reviewed for potential acquisition. The level of collection building should relate directly to the level of academic programs (bachelor's, master's, Ph.D.). The user population will also be analyzed by discipline (number of faculty, graduate students, undergraduates, outside users).

The characteristics of literature in one subject are often significantly different from those in another field (certainly between the sciences and humanities.) The ratio of monographs to serials, of current to retrospective, and of books to media will vary greatly. Rates of publication by field also differ, as do average prices. This means that equally good collections in different fields may not look the same, cost the same, or be the same size.

2. There are *qualitative* measures for selection. Collection development is guided by a detailed, written selection policy containing profiles for all but a few of the newer programs and disciplines at UCR. The policy was drafted in close consultation with the academic departments. Each profile includes the following elements: subject(s) broken down by subfields and correlated to levels of collecting intensity; appropriate languages, chronological periods, and geographical areas; current and retrospective emphases; and types and formats of material collected or excluded. When aggregated, these subject profiles provide the parameters and specifications for the Library's approval plans. In addition, there are separate policies for the selection of special types of materials, such as serials, sound recordings, media, special collections, etc.

Criteria for title-by-title selection include: significance of subject matter; importance of author or editor; reputation of publisher; accuracy of infor-

mation; literary merit or artistic quality; timely and/or permanent value; potential or known use by patrons; importance to total collection; appearance of the title in important bibliographies, indexes, or reviewing media; scarcity of materials on the subject; availability of material elsewhere in the region or system; price; and format. While some of these criteria have a greater priority than others, consideration is given to all of them in developing a balanced collection.

Subject areas may be evaluated by checking the Library's holdings against important bibliographies, state-of-the-art reviews, and citations found in definitive or advanced works and articles.

3. Another element which enters into selection is efficiency of procurement. Most macro selection decisions, such as approval plans and standing orders, greatly reduce the Library's need to check thousands of individual request cards for current materials, prepare purchase orders, and process a multitude of invoices. These materials also tend to arrive soon after publication, are normally returnable if found wanting, and carry significant discounts. The Library is able to hold down staffing and overhead costs in technical processing. Also more time is available for Collection Development to focus on micro or individual title decisions, which enrich, deepen, and give balance to the Library's holdings.

4. The ten major purposes of a university library collection presented in Section 3.1. are all valid. Yet their diversity makes it clear that no single purpose or principle or use factor can be allowed to dictate selection policy. As a matter of policy, the Library strives for a *balance* between these purposes while recognizing that some have a greater priority than others (essentially in the order presented).

3.2.3. Deselection

When the Library reaches full working capacity it will have to deselect as many volumes as it adds, approximately 40,000 volumes per year. To do so, an average of 120,000 volumes per year will need to be reviewed. Candidates for

deselection will be identified from this pool by using the Last Circulation Date Method developed by Richard Trueswell. With this statistical method, books currently being circulated are examined in order to record both the current date and the date the book previously circulated. This information is plotted in a cumulative frequency distribution, and correlated to levels of circulation satisfaction. For the purpose of deselection, a library ends up with a decision rule such as: "Remove all books that have not circulated during the previous 8-year period. After doing this, it would be expected that no more than 1% of the users would be unable to find the books they require." (Quoted from Trueswell, "A Quantitative Measure of User Circulation Requirements and Its Possible Effect on Stack Thinning and Multiple Copy Determination," *American Documentation* 16 (January 1965): 20-25.) The Library would also analyze the circulation samples by subject, because various literatures "age" differently. Thus to maintain the same level of user circulation satisfaction (say 99%) among all disciplines would probably require several decision rules (such as subject X, 18 years; subject Y, 7 years).

As stated above, Trueswell's Last Circulation Date Method will be used only to identify candidates for deselection. The final decision will always be made by librarians and faculty who personally review the books. They may delay the deselection of any volumes provided overall goals for the program are being met. A delay would give readers another chance to use the books in question. If no future use were recorded, they could be deselected in the next cycle.

The mix of monographs and serials destined to be stored annually will average 28,000 monographic volumes (representing 22,400 titles) and 12,000 serial volumes (representing 1,000 titles). Recent years of on-going serials would not be stored, only older volumes when use has significantly decreased. In some cases, microform will be substituted for hard copy. Multivolume sets and monographic series classed together will not be broken, even if some volumes are receiving less use than others. Special Collections will remain intact. Most bibliographies will be exempt from deselection in order to enhance bibliographic access to retrospective materials in storage. Appropriate bibliographic records for stored titles will remain in the public catalog, and requested items will be retrieved within a maximum of 24 hours (local storage) or 48 hours (regional

storage). It should be emphasized that nearly all deselected books will go into accessible storage rather than be discarded. In general, only duplicate copies and superseded editions of ordinary books will be discarded.

3.3. Goals for Collection Development

1. Library collection development planning will parallel and support campus academic planning and be responsive to changes in instructional and research programs.

2. Collection development will continue to be a joint responsibility of the UCR faculty and Library staff working as an effective and coordinated team. The Collection Development Network provides a vehicle for such cooperation.

3. The Library will continue to acquire and hold a very high percentage of the materials its local users need (about 95%), but it will intentionally rely on the combined resources of the UC system and national resource sharing networks to supply the remainder.

4. As a corollary to Goal 3, the Library will subsidize interlibrary loan copy or borrowing fees (up to $10 per request at the present time).

5. The Library supports a concept of rational non-coercive subject specialization among UC Libraries as a means of ensuring the widest possible coverage of published knowledge while at the same time reducing unintended duplication.

6. The Library also supports the concept of shared acquisitions among UC Libraries (including the sharing of low-use serials).

7. The Library will continue to serve as a regional resource for the Inland Empire and as a state and national resource in areas of UCR's renown, for example, entomology, citrus, dry lands research, air pollution, photography, geothermal energy, science fiction, etc.

8. Collection use will be analyzed statistically utilizing computer-generated information in order to

enhance effective book selection and to establish the most effective criteria for deselection.

9. The degree to which the collection meets the needs and requests of users will be monitored and analyzed to determine whether or not adjustments to collection policies are needed.

10. Based upon known use patterns, the Library will generally limit its foreign language acquisitions to Spanish, French, German, Russian, Italian, Portuguese, Latin, and Greek (in descending order of emphasis). Of course, the preponderance of acquisitions will be in the English language.

11. Collection development policy takes into consideration all formats: manuscripts, books, periodicals, government publications, pamphlets, microforms, maps, musical scores, sound recordings, films, videotapes, slides, tests, educational kits and games, and in the future, data bases. The Library recognizes that already some publishing in the sciences and social sciences is changing from print to electronic media and expects this trend to continue. As these new sources of information become readily available, a shift in collection emphasis may be necessary for some disciplines. Supplementary funding for both non-book media and data base services is needed. The UC Book Budget Formula (Voigt-Susskind) should be revised accordingly or a separate provision made.

12. The Library will improve its performance with respect to the immediate availability of materials by selectively duplicating titles in high demand.

13. The Library will formally evaluate the areas of the collection supporting new programs and those appearing to be weak or under-utilized.

14. When space runs out, the Library will deselect materials in such a way that all disciplines are supported equally well with respect to the availability of needed publications.

15. To permit adequate support for all forms of publication, current serial deselection will be necessary

whenever expenditures for this class of material exceed 55% of the total book budget.

16. Above all, the Library will adhere to a policy of balanced collection development as described in Sections 3.1 and 3.2.2.4.

4. TECHNICAL PROCESSING

4.1. Description

Technical Processing is the general term used to describe a range of functions that begins when an item has been selected for acquisition and ends when the item is fully prepared to be shelved in the collection. In the UCR Library, the technical processing functions are performed in a centralized Technical Processing Department. Materials in a variety of languages, subjects, and formats are processed. The major functions of the Department are bibliographic searching, acquisitions, cataloging, bindery and preparation, and catalog maintenance.

Bibliographic searching consists of pre-order and post-receipt bibliographic verification of items selected. Acquisitions includes the order, receipt, and approval of payment for the selected items. (The UCR Library processed some 36,000 orders in fiscal year 1979-1980.) Cataloging is the process that provides an accurate description of and multiple access points for the item added to the collection. Bindery and preparation pertains to marking items with a Library ownership stamp, labeling them with a call number, and preparing them for binding when appropriate. Catalog maintenance refers to the general upkeeping of various bibliographic files related to the cataloging functions, such as the shelflist, the authority file, and the card catalogs.

Each of the above functions consists of many separate activities that are of a highly repetitive nature. The majority of the materials processed require individual handling because of the unique and distinctive character of scholarly materials. Processing activities, therefore, are often exceedingly laborious and time-consuming. Technical processing

is currently undergoing a period of rapid change, primarily due to advancements in computer and information technology.

Libraries throughout the country are exploring alternative methods with an aim towards more efficient processing. The Library is striving to keep abreast of those developments and is planning to make increasing use of automation to provide faster and better technical processing services.

In keeping with the goals of *The University of California Libraries: A Plan for Development* (The *Plan*), the University chose OCLC to provide cataloging records in machine-readable form. In the spring of 1977, the Library began using the OCLC data base for bibliographic searching, cataloging, and catalog card production. OCLC is a non-profit corporation based in Dublin, Ohio and is the major supplier of computerized library cataloging in the United States. It was founded in 1967 and established its computer network in 1971. The OCLC system is a sophisticated on-line computer and telecommunication system which links over 2,200 libraries by dedicated, leased communication lines to a common data base of bibliographic records for library materials. It presently contains over seven million bibliographic records. Its primary objectives are to increase the availability of library resources and to reduce the rate of increase in library processing costs.

The UCR Library is utilizing OCLC: 1) as a major source of bibliographic information; 2) to produce catalog cards; 3) to produce machine-readable cataloging records which are incorporated into the University's Union Catalog; 4) to print book labels; 5) by use of a microprocessor called Innovative Interface 200, to create records for CLSI, the Library's automated circulation system (which is discussed in Section 5); and 6) to facilitate interlibrary loan, which is discussed in Section 7.1.3.

The use of OCLC has eliminated certain repetitive, time-consuming manual tasks such as typing book labels, typing headings on cards, alphabetizing cards for filing, and keyboarding CLSI records. More importantly, it is providing the machine-readable records which form the data base for the UC On-Line Union Catalog.

Besides using OCLC for current cataloging, Systemwide funding has been provided for a retrospective conversion project, and UCR is converting the manual cataloging records of the two

Science Libraries into machine-readable form. The longer range goal is to convert all records so that the on-line catalog will eventually provide access to all the collections of the libraries.

In addition to having OCLC as a cataloging system, the Library has an in-house serials program to generate the Serials List and TRIM (A Technique for Report and Index Management) to create holdings lists for special materials. OCLC and similar data bases will be used as tools in the future development of enhanced technical processing work through increased automation of existing systems by computers.

4.2. The Catalog Function and the Catalog

4.2.1. Cataloging Functions

The cataloging function is a highly complex process consisting of numerous detailed steps necessary to prepare an accurate bibliographic description of each item added to the collection. This process provides multiple access points to each item through the catalog. The major steps in the cataloging process are: 1) descriptive cataloging which involves describing the item; 2) subject cataloging which entails analyzing the subject content of the item; and 3) classification which is the assignment of a classification number for arranging the item on the shelf according to topic.

The UCR Library, similar to other academic libraries in this country, adheres closely to a set of national standards for its cataloging functions. For the choice and form of entries, and the content of descriptive cataloging the Library follows the *Anglo-American Cataloging Rules* (AACR), which have undergone substantial change with the issue of the *2nd edition* (AACR2). The new rules were implemented at UCR in January of 1981. They set forth standards which have already been adopted by the United States, England, Canada, and Australia. In matters of interpretaton and application of these rules, the Library follows the practices of the Library of Congress (LC). For subject access and classification numbers, the Library uses the *Library of Congress Subject Heading List* and the Library of Congress classification scheme.

As one of the leading research libraries in the world, the Library of Congress is a pioneer in many library and bib-

liographic services. Academic libraries, therefore, adhere closely to the cataloging practices of LC for two basic reasons.

1. By utilizing cataloging records prepared by LC, libraries, especially large academic libraries, can conserve considerable staffing resources and processing time.

2. Libraries that follow the cataloging practices of LC share a common language and platform for necessary cooperative efforts such as interlibrary loan, shared acquistions, on-line bibliographic systems, and future national or regional resource sharing projects.

While academic libraries rely heavily upon the cataloging records prepared by LC, they are also aware that LC's practices may not be fully adequate for some situations. As a result, academic libraries that have large collections or special needs, as is the case at UCR, may retain some local cataloging practices within defined parameters.

Aside from the function of cataloging, the Library recognizes the important correlation between use and currency of materials. Priorities have been established with the prime objective of being flexible and responsive to user needs within guidelines. In keeping with this objective, the Library in 1979 established the In-Process Shelves for newly received materials. The purpose is to make these materials available to the public for browsing prior to cataloging. Users may select desired materials for priority processing.

It is important to note that occasionally there are some conditions which interfere with processing timetables and are beyond the control of the Library, such as computer malfunction or failure. Backlogs may also result due to such external events as mail stoppage, dock strikes, and vendor delays. Although these may affect acquisitions more than cataloging, problems, delays, or awkward flow at one processing step will have an impact on subsequent steps simply because all processing activites are sequentially and inextricably linked.

Staffing changes create another formidable obstacle to meeting processing schedules. Because a research collection usually consists of bibliographically complex materials representing many types of issuing agencies, a multitude of languages, and

an array of formats, extensive and special training are required before staff members can adequately handle the different processing functions. Therefore, staffing changes may often upset processing schedules unexpectedly. Greater emphasis on cross-training and establishing written procedures will be given in order to address these problems.

4.2.2. The Catalog

The end product of the cataloging function is the catalog. As a library is not simply an aggregate of discrete recorded materials but rather a collection specially designed to serve the needs of the users, the catalog, the major access tool for the materials in the collection, must reflect as accurately as possible the characteristics of the materials it describes as well as provide multiple access points to them.

Over the years much debate has been generated among librarians and library users concerning the purpose and utility of the catalog. Amidst the discussions, there is general consensus that the catalog is becoming increasingly difficult to use and costly to maintain, because of the complexity of the filing rules and the sheer size of the catalog (the UCR catalogs contain roughly 3.5 to 4 million cards). More seriously, it is increasingly difficult to make large-scale changes so that the catalog is full of archaic and obsolete subject headings and name entries. As a result, there is a growing conviction that the catalog is becoming less useful to the user. A viable alernative is the replacement of the traditional card catalog by an on-line, interactive computer catalog, whereby users may consult terminals connected to a machine-readable bibliographic data base. By keying in one or more bibliographic elements, relevant records or citations may be retrieved. In fact, some medium- and large-size academic research libraries have already closed their card catalogs or have made plans to do so.

In the spring of 1981, the University's prototype On-Line Union Catalog will be tested on each campus. The Catalog is designed for direct access by library users and will lay the foundation for innovative approaches to resource sharing. The UCR Library has received ten terminals to provide patrons with an opportunity to become familiar with the technology of an on-line catalog and to react to the design of the prototype.

4.3. Guiding Principles

Given the complexities and constraints of technical processing functions, UCR abides by the following guiding principles.

1. All processing functions are to be handled on a one-time basis as much as possible to avoid multiple handling and to gain efficiency and effectiveness in processing time and manpower utilization. Moreover, the Library holds to the principle that information should be keyed only once, then manipulated electronically to serve a variety of technical functions (e.g., information from OCLC may now be transferred to CLSI without rekeying).

2. A balance between resources and access will be the primary consideration in order to provide quality services required by all library patrons.

3. Currency and use are recognized as key factors in establishing processing priorities in addition to special requests for research and teaching purposes.

4. The cataloging function is performed in accordance with national standards such as the *Anglo-American Cataloging Rules* and the *Library of Congress Subject Heading List* and *Classification Scheme* with sensitivity to local requirements, user needs, and historical variations within bounds of balance. The catalog is more than simply a finding list, it is the major access tool for the bibliographic retrieval of a large and complex collection of materials.

5. All cataloging records are to be in the machine-readable format for future uses, contribution to regional and national data bases for resource sharing, and for the development of the UC On-Line Union Catalog.

4.4. Goals for Technical Processing

The UCR Library plans to achieve the following goals in the 1980's.

1. In implementing AACR2, the Technical Processing Department will work closely with all other library depart-

ments, especially the public services points, to ensure smooth interpretation of new and existing cataloging practices. The total implementation and integration process is expected to spread over a span of two or three years.

2. While the UCR Library has made considerable progress in library automation, many of its technical processing functions are still manual, labor-intensive, and rely heavily on large complex files. As a result, the Library has been actively exploring the ultimate automation of the entire technical processing operation in order to provide faster and better services to users It is expected that during the Eighties technical processing will be fully automated.

3. The Technical Processing Department will continue to examine, streamline, and refine its operations in order to achieve and maintain a level of performance that is user-oriented, efficient, and effective. During the Eighties a vigorous effort will be made to eliminate backlogs and maintain currency in processing.

4. Concurrent to processing the regular influx of materials on a timely basis, the Library will continue to participate in the systemwide Retrospective Conversion Project that began in July, 1979 with the intent eventually to convert all its cataloging records into machine-readable form.

5. During the Eighties the Library will phase out the manual card catalog and replace it with an on-line catalog. Further investment in the maintenance of the card catalog will be carefully reviewed in light of this goal.

6. Technical Processing will continue to operate within national standards for cataloging, such as those provided by the second edition of the *Anglo-American Cataloging Rules*, the Library of Congress, and the national bibliographic utilities.

5. CIRCULATION SERVICES

5.1. Description

The Circulation Services of the University Library performs several major functions: loans, stack maintenance, reserve book services, and security. Circulation Services are located at the General Library Circulation Department (including the Reserve Book Room), Government Publications, Serials Public Service, the Bio-Agricultural Library, the Physical Sciences Library, the Music Library, and the Media Study Center.

The Library circulates around 360,000 items a year, averaging 30,000 transactions per month. The majority of circulation transactions are performed by using the automated circulation system developed by C. L. Systems, Inc. (CLSI) of Newtonville, Massachusetts.

5.1.2. Circulation System

The CLSI automated circulation system performs basic circulation functions extremely well. It has saved the patron the laborious task of filling out charge cards and has provided such enhanced services as daily reports and statistics, first and second overdue notices and bills, and on-line access to the status of an item or a patron. The system has not, however, generated any appreciable staff savings.

Present and future technologies should facilitate expanded automated circulation services. If CLSI complies with its systemwide contract, new services will be forthcoming, including the automation of circulation functions for the Reserve Book Room and automatic bill cancellation. Contracted CLSI development also includes: 1) automatic generation of

management information statistics to be used for purposes of collection development and stack maintenance; 2) augmented monthly and yearly statistical reports; and 3) special reports and analyses as needed.

It should be possible to link the campuses in such a way that a borrower from one campus can find out the status of a book held by another campus and transact an interlibrary loan on-line. As called for in *The University of California Libraries: A Plan for Development* there will be a greater emphasis on resource sharing among the libraries. Accordingly, this Library should be able to make direct inquiries to other UC circulation data bases to facilitate resource sharing.

5.1.3. Electronic Security System

The proposed electronic security system is covered in section 9, but a few comments are given here concerning the impact on Circulation Services. Presently a manual security check is performed at exit points. If an electronic security system were to be installed, within two years it would no longer be necessary to deploy staff at the exit control point, thus freeing them to perform other duties.

Continuation of labor-intensive searching for missing items, followed by their replacement is a costly process. A security system should substantially reduce this workload by reducing the number of volumes stolen.

Unfortunately, it is not the "never or rarely used" library materials that are usually missing, but items which are in high demand and frequently requested by patrons. To replace these items involves the resources and efforts of many departments of the Library, and in some cases materials cannot readily be replaced. For these reasons the Library plans to install an electronic security system and protect those materials prone to theft and mutilation by housing them in the Art Cage or Special Collections.

5.1.4. Inventory of Selected Areas of the Collection

While the collections of the Sciences Libraries and the Music Library are regularly inventoried, the General Library has not had a complete inventory of its collection in over a

decade, although several small parts of the collection have been inventoried during this time.

Inventories are costly in three ways: 1) the labor involved in the actual inventory; 2) the correction of bibliographic records; and 3) the determination of which materials are to be replaced after the inventory. An inventory is necessary, however, to determine what is missing, what should be replaced, and to quantify the rate of loss.

Missing items are replaced routinely when a search resulting from a patron request reveals that the item is no longer in the Library, but it is only by regular inventory that methodical maintenance of the Library's collection is possible.

5.1.5. Major and Minor Stack Shifts and Regional Storage

An analysis is underway to project the growth of the General Library's collections by Library of Congress classification. This analysis is necessary to provide a rationale for future stack shifts and to achieve an optimal arrangement. Future stack shifts will have to anticipate high and low growth areas within the collections in order to minimize costly and repetitious incremental shifts.

Throughout the Library stack arrangements will continue to be made in such a way as to optimize patron convenience for locating materials by having, whenever possible, logically related areas of the collections located in close proximity. It will be necessary to make room for shelving deselected materials from the Sciences Libraries in the General Library until the Southern Regional Storage Facility is completed (see Section 10).

5.1.6. General Library Reserve Book Room Modification

In a recent library-wide survey comments were noted concerning noise within the General Library Reserve Book Room area. Noise within this area has two sources: 1) staff carrying out normal operations on the phone, service counter assistance, etc.; and 2) conversation among patrons within the room and from the foyer and entrance of the Reserve area. When funding becomes available, it has been proposed to enclose the area by the installation of permanent partitions with doors and windows to minimize noise.

5.1.7. Art Cage Policy and Scope

Massive theft and mutilation of art monographs and bound serials necessitated construction of the Art Cage next to the Reserve Book Room in order to house securely about 30,000 volumes.

A highly restrictive policy was created limiting access to the Cage and circulation of materials. This policy has recently been evaluated in light of patron comments and suggestions, and a revised policy has been issued which allows limited access and circulation of these materials to the campus community while protecting them for future use. If other parts of the Library's collections suffer theft and mutilation, it may be necessary to enlarge the cage and shelve additional material there for protection. Rare and valuable materials may also be placed in Special Collections for protection.

5.2. Assumptions

Future plans are contingent upon certain assumptions, such as the following.

1. An automated circulation system will continue to be used for Circulation Services.
2. As the circulation bibliographic data base expands, fewer staff will be needed to input new bibliographic records.
3. Reserve services, which presently use a manual circulation system, will become automated at some time within the next two to five years.
4. The volume of circulation transactions may continue to rise slowly.
5. Security of materials will continue to be a problem, because theft and mutilation appear to be increasing.

5.3. Goals for Circulation

1. Circulation Services in each of the libraries will continue to offer friendly and effective patron ser-

vices, and training programs will be continued to create positive public service attitudes.

2. The Circulation Task Force made up of members from each of the Circulation Units will continue to work together to review and recommend policies and procedures to optimize circulation services to patrons.

3. Every effort will be made to enhance the CLSI circulation system, as stipulated in the University's supply agreement.

4. The Library will develop and implement a logical stack plan for the General Library to maximize patron convenience in locating materials while minimizing future stack shifts. Space will be provided to store temporarily selected volumes from the Sciences Libraries until the Southern Regional Storage Facility is completed.

5. Inventories of the Library's collections will be carried out as necessary within budgetary constraints.

6. Methods for selecting and housing materials which require security protection will continue to be explored, so that an optimal balance may be achieved between providing free and convenient access to collections and protecting them from theft and mutilation.

7. The Library will vigorously pursue the possibility of installing an electronic security system in each of the libraries (see Section 9).

8. Ways of separating staff and patron noise from the reading area of the General Library Reserve Book Room will be explored and implemented as resources are made available.

6. REFERENCE SERVICES

6.1. The Role of Reference Services in the University and the Library

The role of reference services is to assist patrons in gaining access to information. Those library departments specifically offering reference services are charged with the task of aiding users in the utilization of the library and specifically with carrying out the functions of identifying resources, information retrieval, and teaching the skills of research strategy. Reference is a link between the university community and the wealth of information contained in libraries. Librarians working in reference services provide the connection between the user and resources, whether those resources are printed, personal, or computerized.

The advent of new technology will undoubtedly influence the role of the reference librarian in the future, since it will become increasingly feasible for patrons to gain access to the machine-readable files of the library by remote computer terminal. Computerized literature searching has already enabled reference librarians to provide information on specific topics quickly and at the same time to become more involved in the research of individuals. The University of California's On-Line Catalog will allow access to the records of all libraries in the System. Eventually, users will be able to query the catalog through a terminal without the assistance of a librarian and will do so through multiple access points without worrying about word order, filing rules, or subject headings. This capability will release the librarian to spend more time to deal with complex questions which cannot be met by existing technology.

As information resources become more complex, diversified, and numerous, and the increasingly inter-disciplinary nature of research requires more sophisticated access to these

resources, an increase in demand for reference services may be anticipated. These challenges must be taken into careful account when planning the selection, assignment, and continued training of reference staff. Reference librarians must become knowledgeable about the applications of modern technology to reference services while at the same time keeping abreast of the variety and growth of available reference sources. Diminishing funds for comprehensive collections also requires that reference librarians become more familiar with the availability of information from outside sources.

6.2. Description of Reference Services

Reference services in an academic library contribute to the learning process and as such, serve a teaching function. Reference services refer to the handling of specific inquiries, be they received from individuals or from a faculty member on behalf of a class. Whether in groups or individually, students at all levels are taught to become self-sufficient in their utilization of reources and in the development of research strategies. Reference activities can generally be delineated in the following manner.

1. Directional transactions: directing users to facilities or to sources of information for which the user already knows the specific identity.

2. Reference transactions: information contacts which involve the use, recommendation, interpretation, or instruction in the use of one or more information sources or knowledge of such sources.

3. Group transactions: known as library or bibliographic instruction, these constitute a contact in which a librarian provides instruction in the use of the library research strategy and resources to a group of individuals.

Reference services in the UCR Libraries are comprised of a variety of programs and activities designed to support campus curriculum and research needs. Reference services are provided in the following locations: in the General Library by the Reference Services Department, Government Publications Department, and Special Collections Department; in the Bio-Agricultural Library; the Physical Sciences Library; and the Music Library. Information assistance is also offered in the

Serials Unit and the Educational Services Unit in the General Library. In addition to these readily identified stations, specialized reference assistance is offered by the Chief Bibliographers and Collection Consultants who possess knowledge of one or more subject areas.

Reference assistance includes locating specific information using both printed and automated resources, referring patrons to sources of information, assisting users in the utilization of library tools, and providing general information and directional assistance. The reference staffs work cooperatively within their departments to provide effective and high quality service, and they are also part of the larger information network encompassing the Library staff as a whole, local community resources, and, through interlibrary loan and telecommunication, resources of the State, the nation, and the world.

Formal instruction in the use of the Library's various collections and services is provided for groups of students through a carefully coordinated and articulated program. Each quarter a member of the General Library Reference Service Department teaches Humanities and Social Sciences 5: Library Research Strategies. Students enrolled in Biology 5 and English 1A are required to complete self-paced library instruction workbooks. The workbook for biology draws upon the sciences for examples of research strategy, while that for English focuses upon sources in the humanities and social sciences. Librarians in other departments of the Library also offer bibliographic instruction in areas such as music and area studies. Further instruction is provided for individual classes at the request of the instructor. During the academic year, term paper workshops and sessions on advanced research materials in individual disciplines are presented for interested students on a voluntary basis. Orientation to the physical layout of the General Library is provided through a cassette tape tour and group tours are offered by the other libraries except for the Music Library. In the General Library, slide-tape presentations introduce users to several important reference tools. The Science Libraries regularly conduct special orientation sessions for support staff in the College of Natural and Agricultural Sciences.

Interactive computerized searching is available on a wide variety of data bases, both bibliographic and textual (or numerical). The number of data bases available is increasing rapidly. Many of the data bases have printed counterparts

although the number of sources available solely through the computer is growing. The advent of on-line data bases has altered the nature of information services by enabling greater flexibility in the structuring of searches and by involving the librarian more directly in the entire search process, from search formulation to final output.

6.3. Guiding Principles

1. Reference services are based upon the needs of the research and instructional programs of the University and are responsive to changes in these programs.

2. Reference services perform a teaching function by providing students with the skills of inquiry and research, thereby performing an important role in the learning process. Through active contact with librarians in both formal and informal settings, library users are provided with the research skills and methodology needed to become effective in locating information. In accordance with the objectives of the *University of California Libraries: A Plan for Development*, the first significant task of information services is to help the user identify needed materials.

3. Reference work is not carried out in a vacuum, rather it relies on active team work. Librarians involved in reference services attempt as far as possible to satisfy the needs of the user whether information is provided on the spot or referral to outside sources is offered.

4. Carefully selected and maintained reference collections, regardless of physical format, are necessary for the provision of quality reference service. The reference collections serve as an index to the world of knowledge.

5. Reference services are provided primarily by individuals who have attained the master's degree in librarianship. Services are offered at designated reference locations, in the formal classroom settings, and by other librarians possessing subject and specialized expertise.

6. User comments play an important role in the development and evaluation of reference services.

7. Faculty researchers and University administrators are kept informed of new information sources and advanced information retrieval and are assisted as much as possible in retrieving needed information. These activities involve assistance in identifying resources and searching obscure citations, recommending sources likely to provide various types of information, and providing computer assisted reference service. Reference service staffs do not provide paging for books or journals or photcopying, nor do they compile bibliographies tailored to the needs of individual researchers except as the result of a computerized literature search.

8. UCR is both a public institution of higher learning and a regional resource, and the Library's reference departments recognize the need to extend reference services to the community within the constraints of present staffing levels. First consideration, however, is always given to the UCR community: students, faculty, researchers, and staff.

6.4. Goals for Reference Services

1. Reference services will strive to provide effective and knowledgeable reference assistance to users by hiring and training well-qualified librarians with appropriate subject backgrounds and by encouraging continued education and growth for reference staff members.

2. Reference services acknowledge the role of computerization in improving the ability to provide quality reference services expeditiously. All reference staff members are striving to attain the necessary knowledge to be able to utilize the computer in the normal reference functions.

3. Reference staff members in each library work to improve contacts with other Library departments in order to provide the most effective reference assis-

tance possible. Specific emphasis is placed on working with other public service points to understand better the needs of patrons, to determine the best methods for meeting their needs, and to make effective referrals.

4. Reference staff members become knowledgeable about local, state, and national resources in order to provide improved reference and referral services. As cooperative collection development programs increase, so will the need for librarians to become aware of additional resources beyond the UCR Library.

5. In the General Library the need to establish a separate Information Desk to provide directional and general information will be investigated.

6. Reference staff members will work with faculty members and the Chief Bibliographers to expand the instruction programs in order to offer more course-related or course-integrated instruction.

7. Reference staffs will provide additional assistance in the form of group instruction for non-traditional students.

8. Reference staffs will establish policies and procedures to provide for consistent quality reference services and reference collection development.

9. Reference staffs and Chief Bibliographers will cooperate to offer faculty seminars throughout the academic year to introduce bibliographic innovations and new sources to faculty members, researchers, and graduate students.

10. Reference staffs will develop displays during the year to acquaint users with specific areas of the reference and general collections in each of the libraries.

11. Reference statistics will be analyzed continually to ensure adequate reference desk coverage.

12. In line with the *University of California Libraries: A Plan for Development*, reference staffs will explore

innovative ways to maintain and expand service to the community.

13. Reference staffs will monitor and analyze use of Library services and collections as well as user satisfaction with services and collections in order to identify where changes might lead to greater user satisfaction.

7. INTERLIBRARY LOAN

7.1. Description

The universe of information is so large and diverse that no library can afford to build a collection comprehensive enough to meet all the needs of its patrons. The recognition of this fact has engendered a tradition of cooperation in the form of interlibrary loan services which continues to the present day. Interlibrary loan is the established mechanism for providing access to materials held in libraries all over the world. Simply put, the functions of interlibrary loan are: 1) to find a library which has an item requested by a UCR patron and attempt to borrow it; and 2) to loan an item in the UCR Library to another library when requested.

7.1.1. Interlibrary Loan at UCR

There are two interlibrary loan units in the Library system. The General Library Interlibrary Loan Unit reports administratively to the References Services Department. It primarily serves the need of patrons for materials in the fine arts, humanities, and social sciences. The Sciences Interlibrary Loan Unit is located in the Bio-Agricultural Library and reports administratively to the Head of Circulation in that Library. This unit provides services for the Physical Sciences Library as well and serves the needs of patrons for most science materials. The workloads of the two units are different in that the Sciences Unit deals primarily in photocopies of journal articles (80%) whereas the General Library Unit deals primarily in books (60%).

7.1.2. Growth of Interlibrary Loan

Over the past few years, the workload of the interlibrary

loan units has increased significantly. There are several reasons why this is so. Interlibrary loan used to be restricted to graduate students and faculty, whereas today the service is offered to all currently enrolled students, faculty, researchers, and staff. Despite the fact that the book budget is larger than it has ever been, inflation has reduced its purchasing power and the Library's acquisition rate has been declining steadily over the past few years. Other libraries have experienced a similar reduction in acquisitions, and this has had a direct impact on the number of interlibrary loan requests. Computer literature searching has increased the universe of materials to which one can gain citations and, hence, has increased the number of requests for materials the Library does not own. The increased demand is probably attributable, partially, to an increased awareness of this service due to some publicity efforts on the part of the Library. Finally, the utilization of OCLC's Interlibrary Loan Subsystem has generally resulted in faster and more efficient service for UCR patrons and, at the same time, has substantially increased the number of loan requests received from other libraries using OCLC.

7.1.3. The OCLC Interlibrary Loan Subsystem

The Library began using the OCLC Interlibrary Loan Subsystem during June of 1979. The ILL Subsystem enables a library to request on-line any item in OCLC's data base or assumed to be in a given library from any other participating library. The system will automatically refer the ILL request to a maximum of five different libraries in turn, until one library indicates that it can fill the request. The system has increased the percentage of ILL requests which are actually filled, and it has decreased the average time it takes to get an item. This is yet another example where automation is enhancing library services for its patrons.

7.1.4. Interlibrary Loan and the *Plan for Development*

The *Plan for Development* suggests a 48 hour turnaround time for ILL requests among UC Libraries, a goal desired by patrons, but achieved by libraries only in unusual circumstances. The problem has several parts: 1) a book can be loaned by a library only if it is on the shelf. If it is not on the shelf,

another library must be tried; 2) some in-house processing of patron requests is necessary before transmittal to another library; 3) in some UC Libraries the volume of ILL activity exceeds their capabilities, and priority cannot always be given to all other UC requests; 4) on a multi-branch campus it may take more than 48 hours to retrieve a book from a branch library; 5) it is sometimes difficult, even with OCLC, to determine whether a book is owned by the library to which the request is sent; 6) not all materials are needed with the same urgency by patrons and there is no easy way to establish priorities; 7) even in the case where UCR owns a book and a patron has it charged out, it takes longer than 48 hours to recall the book for the use of another patron.

For all of these reasons the goal of 48 hour turnaround is unrealistic, except in those cases where all factors affecting the transaction are ideal, e.g., when the request is processed the day it is received, it is immediately transmitted electronically to a Southern UC library which has the item, and that library can process the request and send the book on the intercampus bus the next day. On the average, a five working-day turnaround might be considered a realistic goal for interlibrary loans. Libraries across the nation are aware of the information needs of scholars and are constantly striving to improve interlibrary loan services.

7.2. Future Trends in Interlibrary Loan

While the basic purpose of ILL will remain the same in the Eighties, the way in which ILL is viewed and the methodologies for fulfilling its purpose will continue to change. ILL is an extension of collection development. It is a service which compensates for the obvious fact that no library can supply everything. As mentioned in Section 3.3.4., a portion of the book budget is used to subsidize interlibrary loan borrowing, and the Collection Development Department reviews materials requested on ILL for possible purchase (3.2.2.). At times it is necessary to weigh the feasibility of purchase against the availability of an item.

In the Eighties, ILL will be facilitated by greater reliance on library computer networks, telefacsimile transmission, the use of microform copying, and other technological developments which will enhance the speed and delivery of ILL service.

7.3. Goals for Interlibrary Loan

The primary goal of interlibrary loan is to provide accurate, efficient, and courteous service to UCR students, faculty, researchers, and staff in locating and borrowing library materials not owned by the UCR Libraries. The most efficient and effective methods available will be used in obtaining materials as fast as possible. In some cases special measures such as direct telephone inquiry and airmail delivery will be taken to procure urgently needed materials. The following objectives have been established for interlibrary loan services.

1. In accordance with the systemwide *Plan for Development*, the UCR Library will make every effort to increase the efficiency and decrease the turnaround time for ILL. However, expectations for delivery time must be brought into conformance with reality.

2. Future technologies will be explored to improve transmission of information from one library to another.

3. The Library will attempt to maintain flexibility of ILL staffing so that even at times of peak demand, effective service may be maintained.

4. Because the successful cooperation among libraries depends upon reciprocal service, the UCR Library will endeavor to aid other libraries in meeting the needs of their patrons by loaning requested materials to them expeditiously.

5. As regional, national, and international cooperative research collections, such as the Center for Research Libraries in Chicago (see page 22), continue to develop, the Library will utilize them as additional resources from which rare and unusual items may be borrowed.

8. CONSERVATION AND DISASTER PREPAREDNESS

8.1. Conservation

Librarians have come to realize that library collections are perishable and are slowly, inexorably wasting away. While significant research on the longevity of paper and binding has been underway for a hundred years, it has been only in the last decade or so that widespread deliberate efforts have been undertaken to do something about preserving library collections. Even though the UCR Library is relatively new, its collections represent an historical cross-section of published materials and hence its collections are experiencing deterioration similar to other libraries in the nation.

In a noteworthy study entitled "Recommendations for Conservation and Preservation for the University of California Libraries" by Richard J. King, it was found that 16% of the bound volumes in the collections of the University's libraries are classifiable as brittle books. The percentage of brittle books at Riverside is also approximately 16%.

8.1.1. The Problem

The problem is that most of UCR's Library collections are made up of materials printed since 1850, after the introduction of the use of unpurified wood fibers in paper production. At the same time alum-rosin compounds began to be used as sizing agents, and these are responsible for the acidic nature of modern papers. In the presence of atmospheric moisture, the alum-rosin sizing generates sulfuric acid which acts to destroy the paper. This chemical reaction is accelerated by high temperature and humidity.

In a preservation leaflet, the Library of Congress has reported that a ten-degree decrease in temperature would

approximately double the life of paper. Furthermore, if the temperature were to fluctuate more than 10° F, it would significantly affect the longevity of library materials. High humidity promotes the growth of mold or mildew and low humidity dries leather bindings, as well as vellum and parchment. Of particular concern at UCR is the deleterious impact of air pollutants on library materials, with high temperatures increasing the rate of adverse chemical reactions.

8.1.2. Proper Environmental Conditions

Scientists at the Library of Congress, based on their findings with regard to the impact of environmental conditions on library materials, have recommended that libraries: 1) maintain a temperature range of 68-75° F; 2) keep the humidity between 40-50%; 3) keep the changes in temperature and relative humidity to less than 10° F and 15%; and 4) install effective air conditioning filters, along with a regular program for cleaning them to eliminate pollutants from entering the library's air flow.

8.1.3. Current Efforts at UCR

Because UCR's Library materials are already beginning to deteriorate, and because Riverside experiences a wide range of temperature, humidity, and air pollution throughout the year, the Library has begun the following activities in regard to preservation.

1. A Conservation Officer has been appointed to guide conservation and preservation efforts.

2. The Library has begun to monitor temperature in the General Library to determine what range of temperature is affecting library materials.

3. An effort to raise the general level of awareness of conservation issues has been mounted.

4. Several goals for conservation have been developed, and these are listed below.

Because of the expense involved, the Library does not intend to develop a preservation laboratory to treat books already deteriorating. Minor repairs, rebinding, general cleaning

of books, and the treatment of leather bindings are already handled by both Technical Processing and Special Collections. For major conservation work it is hoped the Library may take advantage of the developments described below.

8.1.4. Current Efforts Systemwide and in the State

As mentioned above, Richard G. King found that 16.4% of the University's collection could be classified as "unbindable and near dust." Furthermore, an additional 16% of the collections contain materials printed on paper which has less strength than that of the poorest newsprint, i.e., "a total of 32.4% of the book papers tested were currently of a poorer quality than low quality newsprint." This would represent some 5,175,000 volumes in the University's collections. Given the enormity of this problem, Mr. King made the following recommendations.

1. That University librarians and Systemwide staff work to slow the production of library material which is printed on unsuitable paper, and that Systemwide staff continue to pursue safe, economical methods of mass deacidification for deteriorating library material.

2. That University librarians and Systemwide staff plan and implement programs to:

   a) assess the needs of special collections
   b) recruit and have trained preservation personnel
   c) insure the preservation of UC microfilm masters
   d) develop records management procedures for describing the condition of special collections materials and their preservation/restoration treatment.

3. That two Regional Conservation and Preservation Officers be appointed with all possible speed to implement disaster plans at all UC campuses in the region and to coordinate conservation and preservation programs for the general and special collections at those campuses.

Both UCB and UCLA are currently pursuing the establishment of preservation offices in their libraries. The California Library Authority for Systems and Services (CLASS) is trying to establish a conservation program for the State of California.

The Association of Research Libraries, the Association of American Universities, the American Library Association, and other library and scholarly associations are turning serious attention to conservation, and it is heartening to note that more funds from the Higher Education Act, Title II C are being awarded for conservation projects.

The UCR Library is supportive of these efforts and hopefully the overwhelming challenge for preservation and conservation of library collections can be met.

8.1.5. Preservation/Conservation Goals

1. The Library will work with appropriate campus officials to achieve the following.

   a) Installation of devices to measure temperature and humidity.
   b) Maintenance of a temperature range of 68-75° F in the libraries at all times, with exemption from energy conservation guidelines insofar as air conditioning is concerned.
   c) Installation of humidity control equipment in the libraries in order to maintain a relative humidity of 40-50%.
   d) Initiation of a study of the air throughout the libraries in order to determine the nature of the pollutants.
   e) Installation of adequate filtering systems designed to eliminate pollutants entering the air flow of the libraries.

2. The Library will continue to support systemwide, State, and national efforts to deal with the entire range of conservation matters.

3. Ways and means to provide adequate environmental protection for Special Collections will be investigated and a proposal developed to implement careful environmental control for the area.

4. The Library will make every effort to provide an environment that does not further damage already fragile materials and keeps new material in good condition as long as possible.

8.2. Disaster Preparedness

Libraries are often thought of as quiet, safe places where one would not expect to encounter a disaster of any kind. Yet this vision of the library as a place where scholars and students pursue their studies in tranquility can be shattered in a matter of seconds by earthquakes, fire, or flood. Most of us are not prepared to deal with such disasters and their aftermaths. In fact, in many documented cases where disasters have occurred in libraries, the very actions taken quickly to save materials have in themselves made matters worse. For this reason, many libraries have undertaken the development of a Disaster Plan.

A Disaster Plan for libraries generally covers the prevention of disaster and the salvage of damaged collections and facilities. It does not cover the safety of people, because this more important topic is covered by an Emergency Plan. Disasters in libraries can result from a natural cause such as an earthquake or can result from a man-made cause such as a leaking pipe or deliberate vandalism.

8.2.1. UCR's Current Efforts

Recognizing the potential threat of earthquake, fire, or water damage, the Library has appointed a Disaster Coordinator and a Disaster Action Team to develop a Disaster Plan and to deal with the resultant problems in the event of an actual disaster. This team approach has already heightened the awareness of the entire staff to potential problems of a disaster, and the plan itself is well underway and should be completed soon.

8.2.2. Fire

John Morris prepared a report entitled *Managing the Library Fire Risk* which was published by the University of California in 1975. This study documented numerous catastropic fires in

libraries, disproving the commonly held belief that the risk of fire in libraries is minimal. In the past it was thought that the risk of water damage to books from a malfunctioning sprinkler system was greater than the risk of fire damage. With the development of more sophisticated detection and sprinkler systems, however, the risk of water damage due to malfunction is minimal. There are modern systems in which a sprinkler head is activated only when fire is detected in the vicinity of the head. A wet book can be satisfactorily restored if proper methods are employed quickly. A burned book, on the other hand, can rarely be restored.

The UCR libraries are inadequately protected from the risk of fire. There are no automatic extinguishing systems except as required by law in the basements of the General Library and the Physical Sciences Library. There are no fire detection systems, except for the smoke detectors which were recently installed close to the elevators of the General Library. These are part of a safety system which, if fire were detected, would automatically bring the elevator to the first floor and open the doors. However, the fire would have to be in close proximity to the elevator before it would be detected. Fortunately, there are fire alarm pull boxes and numerous fire extinguishers located in each of the libraries. But given the absence of detection systems, it is quite possible, indeed probable, a fire could be burning out of control before it was to be discovered.

For these reasons, a Task Force has been appointed, including representatives from the Library, Health and Safety, Budget and Planning, and Architects and Engineers, to study and recommend alternatives for providing fire detection and automatic extinguishing systems for the General Library, Bio-Agricultural Library, Physical Sciences Library, and the Music Library. The Task Force has submitted a major capital improvement proposal to provide adequate fire protection systems.

8.2.3. Water Damage

Over the years there have been many cases where library collections have suffered water damage. Some of these cases have resulted from fire, where it was necessary to use water to extinguish the fire. Other cases involve natural floods, leaking pipes, malfunctioning air conditioning systems, and faulty plumbing. Whatever the cause, the end result is wet

books which unless properly and quickly treated, will become useless. The Disaster Coordinator has prepared a draft document providing "Preliminary Salvage Procedures for Water-Soaked Library Materials." This draft will be revised and used to inform all staff of what to do when encountering wet books.

8.2.4. Earthquake

The potential for this Library to experience an earthquake of sufficient magnitude to cause damage is great. The University of California, Santa Barbara suffered major damage from an earthquake in 1978, and several other libraries have had similar problems resulting from earthquakes. Water damage is not an infrequent by-product of an earthquake. The Disaster Plan will provide information on what to expect and what can be done to minimize permanent damage.

8.2.5. Goals for Disaster Preparedness

1. The Library will work to have a Disaster Plan completed by the fall, 1981.

2. The Disaster Action Team will meet regularly to maintain readiness for coping with any real disasters.

3. The installation of fire detection and automatic extinguishing systems in each of the libraries will be pursued vigorously.

9. SECURITY

9.1. Security of Collections--Description

Library collections throughout the country have been experiencing an increase in mutilation and theft. The UCR Library is no exception. This has been brought to our attention most dramatically by a recent case in which the Library lost some 10,000 volumes and countless books were mutilated by the willful acts of a single individual. The estimated loss suffered by this case alone exceeded $400,000. Other individuals have been caught stealing materials from time to time, and it appears that the situation may become worse in the future.

In March of 1976, Everett M. Wallace, then the Assistant University Librarian, made an experimental inquiry into the book loss in the General Library and found an overall loss rate of 1.5% (0.34% for serials and 2.23% for monographs). This loss had occurred since the library opened, a period of over twenty years. John Moore, Chairman of the Senate Library Committee, studied a small sample of 355 monographs acquired in 1973 and at the end of 1978 found that 2.2% of them were missing. This indicates that the rate of loss is increasing.

9.2. UCR's Current Efforts to Prevent Book Loss

As the Library became more aware of theft and mutilation a variety of security measures were instituted. Rare, expensive, and unusual materials are routinely housed in Special Collections. Now patrons are stopped at the exit points, briefcases and purses are inspected, and all library materials are checked to be certain they are properly charged out. The Music Library installed an electrically controlled turnstile, and instituted a more thorough exit check. Staff was made

aware of the increasing problem in general, and security procedures have been intensified. When mutilation of the art collection reached crisis proportions, a high-security cage was constructed next to the General Library Reserve Book Room--a regretable example of access to the Library's collection being severly restricted in order to protect the collection.

In spite of these measures, the loss and mutilation of library material continues. One possible deterrent to book theft would be the installation of an electronic security system.

9.3. Electronic Security Systems

Electronic security systems designed for libraries operate by placing in books strips which may be sensitized or desensitized by some means. When books are checked out, the sensing strips are desensitized. If the strip is not desensitized, it is detected when the book passes by a detection device located at the exit point of the library where an alarm is sounded and/or a turnstile is locked, calling attention to the fact that the patron has a book which has not been properly charged out.

There are two major constraints to be overcome in order to install such a system. The first is the high cost of the systems. There are five major manufacturers of electronic security systems and, depending on how these systems are installed, the costs vary from $44,000 for a limited installation to $130,000 for a complete system for all libraries. For planning purposes a figure of around $75,000 should provide the UCR Libraries with an adequate system.

The second constraint is the labor-intensive effort necessary to place sensing strips in the Library's collections. It is estimated that 45 books can be treated in an hour. For 250,000 items 5,555 hours of staffing would be required to insert the strips, at a cost of approximately $24,000.

While the cost is high, the cost of replacing books is even higher. It is estimated that the cost of replacing one percent (10,000 volumes) of the collection is on the order of $400,000. This cost estimate includes processing and binding as well as the purchase price of the book. When a thief steals a book, the Library's investment in processing and binding the book is stolen as well.

9.4. Security of the Collection--Goals

Given the amount of time and money required to replace missing books, the perception that more books are being stolen each year, and the inconvenience that missing books cause patrons of the Library, the following goals have been established.

1. The Library will continue to maintain security checks at all exit points.

2. The Library will explore other security measures, such as the installation of an electronic security system, in order to protect its collections.

3. If these measures fail to curb the loss, the Library will have to consider the possibility of further limiting access to some materials.

9.5. Security for Patrons and Staff

The Library is concerned for the safety and welfare of its patrons and staff as well as its collections and facilities. Emergency procedures have been established to guide staff and patrons in the event of a fire, bomb threat, power failure, earthquake, riot, or civil disturbances. The various Library departments are responsible for evacuating portions of the Library when such action is necessary.

Mindful of the potential dangers of walking alone from any of the libraries at night, an escort service has been provided by the campus.

The Library will continue to review and revise its overall emergency procedures in light of new information and will attempt to keep its staff informed about how to handle various emergencies in any one of its locations. Fire drills will be undertaken annually to test fire alarm equipment and to be certain that evacuation procedures are understood and followed. Workshops on emergency procedures and the use of fire extinguishing equipment will be held annually. Additional activities relevant to disaster preparedness are discussed in section 8.2.

10. SPACE

10.1. Description

The question of when the UCR Libraries will run out of space has been studied many times and answered differently each time. This is not surprising when one learns that different assumptions have been made at different times as to how fast the collections will grow, the average number of shelves in a standard unit or section of shelving, the number of volumes which can reasonably be accommodated on each shelf, how much space is available for book stacks, and how much space should be allocated for other purposes, such as work and study areas. Furthermore, each of the libraries houses a variety of materials which are not volumes (e.g., microfilm, microfiche, microcards, microprints, media, maps, and government documents), and these collections are growing and require space.

10.2. Assumptions

For purposes of this plan it is assumed that: 1) no additional space will be allocated for study or work areas (even though patrons complain about inadequate study space); 2) no new book stacks will be installed in the foreseeable future; 3) space presently allocated to house materials which are not bound volumes will be adequate for the foreseeable future; (this assumption will be studied further); and 4) the Music Library will acquire additional space through a minor capital improvement project in the next few years and therefore will have adequate space. This plan will concentrate specifically on the amount of space available to house bound volumes, given a projected growth rate of 32,000 volumes/year in the General Library, 4,800 volumes/year in the Bio-Agricultural Library, and 3,200 volumes/year in the Physical Sciences Library.

10.3. The Wellman Standards

Space planning for the University's Libraries has made use of what are called the "Wellman Standards" which were issued on May 24, 1968, by the Office of the President in a *Planning Guide for Libraries: Unit Area Allowances*. These standards posit the number of square feet required for housing various types of library materials as well as the space requirements for staff and library users in the Library. The Unit Area Allowances (UAA) state that a single-faced section of a book stack will hold 125 volumes at working capacity, i.e., when the section is 80% full. When the shelves are actually more than 80% filled, it becomes highly labor-intensive to add new acquisitions because much of the collection will then have to be shifted to accommodate them. It is not feasible to have an overall shelving density greater than "working capacity."

Utilizing the UAA for planning purposes, it has been projected that the General Library will be out of space for bound volumes in 1984/85. At the end of 1979/80 the Bio-Agricultural Library will have a projected space deficiency of 2,966 assignable square feet (asf), and at the same time the Physical Sciences Library will have a deficiency of 1,921 asf. In reality, however, the space situation is not nearly so dire as the UAA would have us believe, except in the Physical Sciences Library.

10.4. Analysis of Space Needs

In late March and early April of 1980, John Moore, Chairman of the Senate Library Committee, and John Tanno, Assistant University Librarian, undertook a study to determine how many more volumes could be housed in the UCR Libraries given the existing facilities and shelving. They found that the number of volumes which can be shelved in a section of book stacks varies from library to library on the basis of the average number of shelves per section and the average width of the books to be shelved. A sample was drawn from the stacks on all floors of the UCR libraries, except for the Music Library, and an actual count of the available sections was made. The following table summarizes the results of this study.

Space Needs for Bound Volumes Revised 9/11/81

	General Library	Bio-Agri-cultural Library	Physical Sciences Library	TOTAL
Total Available Sections	6,455	726	498	7,679
Average Number of Shelves/Section	6.52	7.11	6.99	6.97
Average Thickness of a Volume (inches)	1.09	1.31	1.43	1.19
Current Shelving Density (volumes/section)	122	147	146	126
80% Shelving Density (volumes/section)	167	152	137	164
(volumes)	1,081,124	110,330	68,160	1,259,614
Present Collection Size (volumes)	787,356	106,932	72,512	966,800
Volumes on Reserve	4,946	779	273	5,998
Volumes in storage	636	9,434	4,000	14,070
Volumes in-process	13,226	1,834	1,223	16,283
Net Volumes in the Library	768,548	94,885	67,016	930,449
Annual Growth (volumes)	32,000	4,800	3,200	40,000
Years Until Working Capacity is Reached	9.77	3.22	0.36	8.23
Years When Storage Must Begin	1989/1990	1983/1984	1980/1981	1988/1989

This analysis of the Library's overall capacity has revealed one salient fact: in 1988/89 the Library will have to remove one volume in order to make space for every new volume added to the collection. Furthermore, it is necessary to find space in the General Library now to house volumes from the Physical Sciences Library and in 1983/84 to house volumes from the Bio-Agricultural Library.

Readers who have had the opportunity to read the preliminary reports prepared by John Moore will note some variance in the figures presented above from those he reported. In fact, the figures in the various preliminary reports are also at variance with each other, because refinements in the data have corrected earlier errors. In some versions of the data Professor Moore has suggested shelving at a density greater than 80%, utilizing the tops of shelves, and other unconventional means to house more books. While these shelving methods would be useful suggestions to follow in times of dire emergency, it is not reasonable to base space projections on alternatives that would make for a crowded, difficult-to-use library.

It is an interesting coincidence that the average current shelving density is 126 volumes per section, almost equal to the UAA of 125 volumes/section. When the total number of volumes held today is divided by 125, a fairly accurate estimate of the total number of stacks available is obtained and, because a stack requires the same amount of space (8.7 asf) regardless of how many volumes are shelved on it, the projections in the Library's space tables have been reasonably accurate. As the density of shelving increases over the next few years, this formula approach to space analysis will no longer work. The Library, however, now has sufficient data to base its space needs on the actual situation rather than rely on formulas which may or may not fit the real situation.

10.5 Number of Bound Volumes in the Libraries

The study also estimated the number of volumes in each library to be different than has been reported statistically, although the overall size of the collection appears to be accurate, as shown on the next page.

	Study	Statistics
General Library	787,356	773,224
Bio-Agricultural Library	106,932	117,027
Physical Science Library	72,512	76,490
	966,800	966,741

This data reflects the collection size as of March 31, 1980. The differences in the individual libraries probably result from errors made in estimating the collection size of the Science Libraries when they were originally formed. Many volumes have been transferred back and forth between the Libraries over the years, affording numerous opportunities for errors in the statistics. This plan assumes that the estimates made in the study are reasonably correct, and the official statistics of the Library were changed as of June 30, 1980, to reflect the newer information.

10.6. Southern Regional Storage Facility

The University of California Libraries: A Plan for Development has recommended the construction of a Southern Regional Storage Facility as a less expensive alternative to constructing new library space on each campus to house the growing collections. Current plans are underway to develop this facility on the UCLA campus and construction should be completed by early 1984. The Library is supportive of this effort and plans to send low-use items to the facility when it is constructed.

10.7 Space Planning Goals

In light of the foregoing discussion, the Library has established the following goals for space planning in the 1980's.

1. Shelving requirements for the collection will be projected on the basis of actual analysis of the working capacity of existing stacks.

2. The Library will plan to store low-use items selected from the science libraries in the General Library, until such time as the Southern Regional Storage

Facility is completed. The criteria and procedures for selecting low-use items are presented in 3.2.3. under Collection Development.

3. To avoid double handling, the Library will send low-use items from the Science Libraries directly to the Southern Regional Storage Facility when it is constructed.

4. By 1988/89 the Library will have to send one volume to the Southern Regional Storage Facility for every new volume it acquires. If the facility is not completed by this date, local storage space will have to be found.

5. Study space will be reviewed, especially if patrons continue to complain that the present study space is inadequate. More group study areas are needed and perhaps more comfortable study facilities should be provided.

6. The space requirements to house materials that are not bound volumes will be further studied to determine when the present capacity will be exhausted.

POSTLUDE

The future of the UCR Library looks exceedingly bright. New technologies promise to make the Library easier to use, providing better and more rapid access to its collections. Information networks will make it easier for this Library's patrons to locate and borrow materials from any library in the country. Reference and instruction services will strive to keep patrons abreast of these new developments and guide them in their use. The reference collections will continue to serve as indexes and locators of the world of knowledge. The Library's collections will be maintained and should meet the major needs of most of the campus community.

This *Plan for the Eighties* is the UCR Library's first attempt at long-range planning. It will no doubt require revision, for our ability to see into the future accurately is always clouded by the past and present. Who can say what new developments in the Eighties will come to pass which cannot be envisaged today? As the Eighties stretch towards the Nineties, our thoughts about what is possible will undoubtedly change. This Library will review each year's goals and objectives against the *Plan for the Eighties*, and as it becomes obsolete, it will be revised, updated, and rewritten as necessary.

The Library in the Eighties is an exciting institution and for those of you who have found the time to read this far, it has been a pleasure to share this excitement with you.